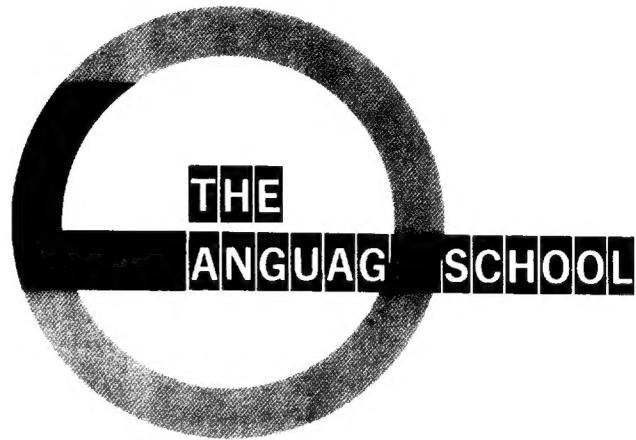


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THIS ISSUE:



OTR BULLETIN

JULY-AUGUST 1967



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OFFICE OF TRAINING



DIRECTOR OF TRAINING

DEPUTY DIRECTOR OF TRAINING

STAFFS

PLANS & POLICY

SUPPORT

REGISTRAR

CAREER TRAINING

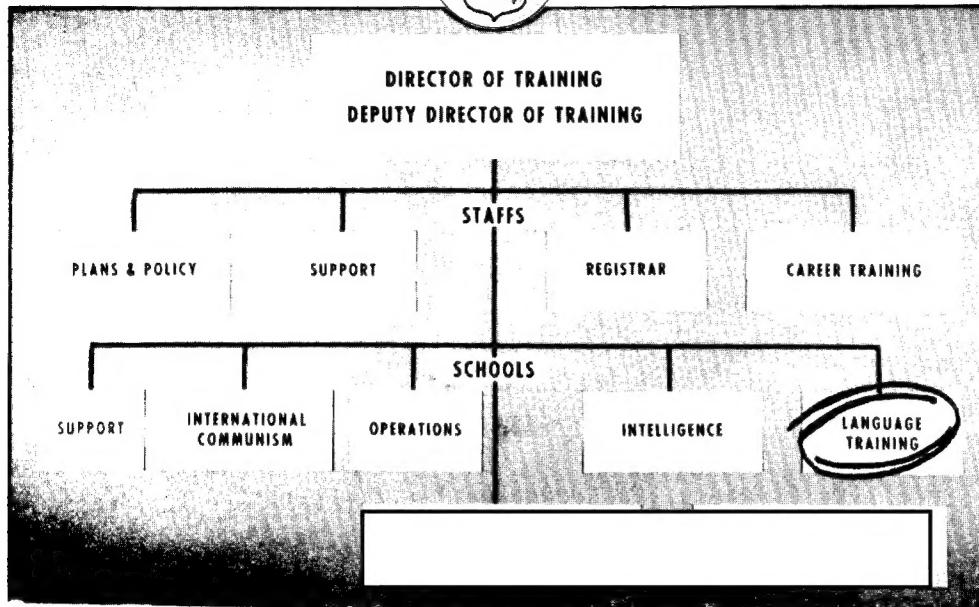
SCHOOLS

SUPPORT

INTERNATIONAL
COMMUNISM

OPERATIONS

INTELLIGENCE

LANGUAGE
TRAINING

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[redacted] charges the Director of Training with responsibility for:

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"developing, coordinating, establishing, and directing instructional programs within the Office of Training for staff personnel, contract agents, and representatives of foreign intelligence services;" and "for the coordination, technical supervision, review, and support of all domestic and foreign training activities of the Agency and for the approval and arrangement of training at authorized non-CIA facilities."

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IN THIS ISSUE

The feature in the series "OTR as a Support Organization" is the Language School. This begins on page 18.

A schedule for foreign language tests through September 1967 appears on page 3.

OTR courses scheduled so far for July through December 1967 are listed in the OTR Calendar beginning on page 6.

Tentative offerings by American University and George Washington University in their Off-Campus Programs at the Agency are shown on pages 29 through 32.

Dates for 1967 Fall Session registration and classes at local colleges and universities are noted on pages 33 through 35.

Training Selection Board programs for which nominations should be under consideration are briefly described starting on page 44.

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BULLETIN BOARD

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|----------------------------------|--|
| OTR COURSE SCHEDULE | All OTR courses for the last six months of 1967 for which dates and room assignments are reasonably sure are listed in the OTR Calendar in this issue. There will be several additional courses; when their dates are certain, they will be announced in the <u>Bulletin</u> or in <u>Special Bulletins</u> . |
| MODIFICATION OF CT PROGRAM | Revision of the Career Training Program to accommodate to the current requirements of the Agency as well as to adjust to the continuing three-cycle instructional program based on input of new employees three times a year has been largely completed. Training Officers will note a departure from the traditional sequence of some training, notably that |
| MANAGEMENT TRAINING | <div style="border: 1px solid black; height: 40px; width: 100%;"></div> The OTR Calendar published in this issue of the <u>Bulletin</u> incorporates training scheduled by OTR's Management Training Faculty for the remainder of the year. It should be noted that a new course, Advanced Management (Planning), is being introduced. This course will go into generalized concepts of the planning process and will give particular attention to Agency application of these concepts. It is intended for officers in the GS-14 - 16 bracket. Further details on this course will be the subject of a <u>Special Bulletin</u> . |
| ORIENTATION FOR OVERSEAS | It is no longer necessary to submit separate Forms 73 for dependents of employees registering for Orientation for Overseas. Forms should be submitted in the name of the employee, with an added designation of the relationship and name of the dependent if an adult dependent is also to attend. Only the first name of the dependent is necessary if the last name is the same as that of the employee. The full name should be included if the last name differs. |

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NATIONAL
INTERDEPART-
MENTAL
SEMINAR

The 33rd session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 5 - 29 September. The objective of this course is to familiarize key civilian and military officers assigned to command, staff, and departmental positions relative to developing countries with U. S. policy, doctrines, and capabilities applicable to the prevention and defeat of inimical subversion and subversive insurgency in those countries. Attendance at this seminar is a

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[redacted]
scheduled again 23 October - 17 November.

AGENCY
TRAINING
RECORD

The July 1967 Agency Training Record, if not already in the hands of Training Officers, should be received soon. As in the past, the format is that showing an alphabetical list of the names of Agency employees by component on the basis of assignment. In addition, there is a separate listing of employees by component on the basis of career designation. The ATR for the first time shows training only for the most recent seven full years. This curtailment is an effort to limit the size of the document to more manageable proportions. Each Training Officer should receive the sections of the ATR that apply to the area of his responsibility.

INTERAGENCY
TRAINING
PROGRAM
BULLETIN

All Training Officers, including Senior Training Officers, should by now have received a copy of the Civil Service Commission's bulletin "Interagency Training Programs -- 1967-1968." This bulletin provides information on training available for inter-agency participation during FY 1968. Training Officers should be consulted for details on specific courses. A limited number of additional copies of this annual bulletin are available in the OTR Registrar's office, extension [redacted]

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LANGUAGE
TESTING

The Language School conducts language proficiency tests to provide the input for the Agency's Language Qualifications Register. These tests are for employees who have claimed a foreign-language proficiency but have never been tested, and for employees with a tested proficiency at less than native level but whose test was more than three years ago. Tests are at Headquarters, unless otherwise specified, and may be scheduled on the following dates:

Chinese: Jul 25; Aug 8, 22; Sep 5, 19

French: Jul 20, 21; Aug 1, 2, 3, 4, 15, 16, 17, 18, 29, 30, 31; Sep 1, 12, 13, 14, 15, 26, 27, 28, 29

German: Jul 21, 26, 28; Aug 2, 4, 9, 11, 16, 18, 23, 25, 30; Sep 1, 6, 8, 13, 15, 20, 22, 27, 29

Greek: Aug 10; Sep 7

Italian: Jul 26; Aug 2, 16, 30; Sep 13, 27

Japanese: Jul 20; Aug 3, 17, 31; Sep 14, 28

Polish: Aug 9; Sep 6

Portuguese: (Arlington Towers)
Jul 26; Aug 9, 23, Sep 6, 20

Russian: Jul 28; Aug 11, 25; Sep 8, 22

Spanish: Jul 25; Aug 1, 8, 15, 22, 29; Sep 5, 12, 19, 26

(Arlington Towers)
Jul 20, 27; Aug 3, 10, 17, 24, 31; Sep 7, 14, 21, 28

Other Language Tests Upon Request

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CLERICAL
TRAINING
AND
TESTINGCOURSES

OTR's refresher courses in typewriting and shorthand will be given:

7 August - 1 September
11 September - 6 October
16 October - 9 November

Before employees take either course, or both, they are required to take pretests, which are given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take.

Pretests are scheduled as follows:

Typing : 2 August, 6 September, 11 October
Shorthand: 3 August, 7 September, 12 October

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of results of the tests.

Tests will be given on: 31 July, 21 August, 5 September, 25 September, 9 October, 30 October

Applicants report to Room 416, Ames Building.

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CIVIL SERVICE
COMMISSION
REGIONAL
CENTERS

The U. S. Civil Service Commission maintains ten regional offices throughout the country to administer in those areas the Commission's responsibilities, including coordination of training and career development. The more popular interagency training programs are available to Federal Government employees at regional training centers. The OTR Registrar's office, extension [] has information on many of the training opportunities provided by the regional centers. The regions and the areas they serve are:

Atlanta: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, and Virgin Islands.

Boston: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Chicago: Illinois, Indiana, Kentucky, Michigan, Ohio, and Wisconsin.

Dallas: Arkansas, Louisiana, Oklahoma, and Texas.

Denver: Arizona, Colorado, New Mexico, Utah, and Wyoming.

New York: New Jersey and New York.

Philadelphia: Delaware, Maryland, Pennsylvania, Virginia, and West Virginia.

St. Louis: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota.

San Francisco: California, Hawaii, Nevada, and the Pacific Overseas Area.

Seattle: Alaska, Idaho, Montana, Oregon, and Washington.

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

Advanced Management (Planning) (1 wk - all day)

For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.

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Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station.

Grid (1 wk - all day)

For Career Trainees. The subject of interpersonal relationships is examined.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Production (9 wks - all day)

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in Agency techniques used in the production of finished intelligence.

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Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For new professional employees. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes discussion of the fundamentals of American beliefs and practices.

JCS-DIA Orientation (2 days - all day)

A semi-annual orientation on CIA by the Agency's senior officials for selected officers and civilians of the JCS, DIA, and the military services.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

Midcareer Executive Development (6 wks - all day - 240 hrs)

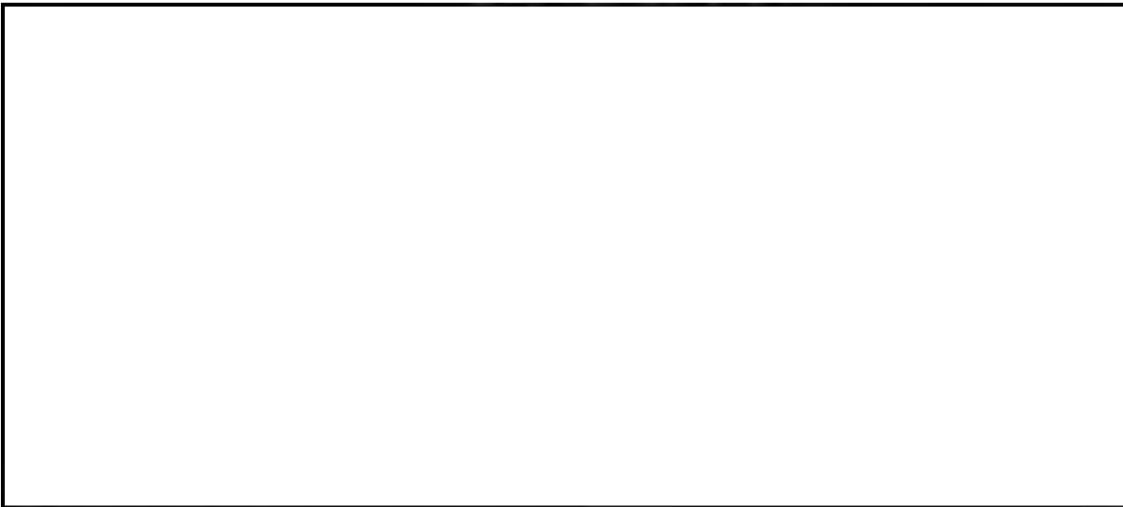
For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management. Admission 25X1 requires TSB action.

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Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and effective working relationships with people of other cultures.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS-15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on "the role of the supervisor" in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

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Support Services (7 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments.

Support Services Review: Trends and Highlights (3 1/2 days - all day)

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For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

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Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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OTR as a Support Organization:

THE LANGUAGE SCHOOL

The activities of the Language School of the Office of Training fall within two general areas which correspond to two areas of responsibility ascribed to it. It provides the training in foreign languages that is carried on within the Agency, and it conducts the testing required to maintain the Agency's Language Qualifications register.

Training in foreign languages is accomplished in a highly varied program of instruction ranging from twelve-month, intensive, comprehensive courses to part-time familiarization programs of only a few hours. It is also accomplished through tutorial training, including instruction in English as a foreign language. Although emphasis in language training is on teaching the spoken language, there are also separate courses in reading and writing.

In support of its instructional effort, the Language School operates two language laboratories, one at Headquarters and one at Arlington Towers. Language students--and any Agency personnel wishing to engage in independent study or refresher exercises--may

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avail themselves of equipment designed to enhance language training. This includes instructional tape recordings in sixty different languages and tape recordings of current Voice of America broadcasts in sixteen different languages. The Headquarters laboratory is open from 7:30 a.m. to 6:00 p.m. every workday and the Arlington Towers laboratory from 8:30 a.m. to 5:30 p.m. The School maintains a library of 3,500 language and area books for the ordinary use of staff and students. It also supplies tape recordings and textual materials to support language training activities in the field.

The Language School currently has a complement of twenty-one staff employees, eight scientific linguists, and thirteen training support personnel. In addition to the scientific linguists, the instructional staff consists of eighty contract employees, of whom twenty-four are employed on a full-time basis. With this staff, the Language School has the capability of giving full-time instruction in twenty languages and less intensive instruction in thirty-five others.

The bulk of the foreign-language instruction is conducted at the Language School site in the Washington Building Annex of Arlington Towers. During the spring of 1967, the weekly average number of students on the roles of the School was two hundred seventy-five. They were studying twenty-two different languages. About forty percent of these students were in full-time training.

In the sections which follow, the activities of the Language School are discussed more fully. In addition to explaining how the School shapes its instructional patterns and techniques to the Agency's language requirements, the matters of language proficiency testing and the School's responses to the developments of new instructional systems are examined.



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LANGUAGE TRAINING

The Agency's varied requirements for language training have dictated the patterns and techniques of instruction utilized by the Language School. Agency employees, in the aggregate, need to employ a great number of foreign languages. Although a language need may be comparatively slight in some instance, high degrees of specialized competence are necessary in others. The majority of Agency employees needing language training are physically located in the Washington area, but a number are scattered all over the world. Some employees can devote their full time over extended periods of time to learning a language, but frequently it is necessary to equip an employee with a language ability in the face of a short-term, fixed deadline, during which the same individual must receive other training or must continue to function in his professional capacity. These specifically functional factors which characterize the Agency's foreign-language requirements are complemented by the Agency's Foreign Language Development Program's general requirements in determining not only the Language School's course objectives but also its instructional techniques. These developmental requirements are that by 31 December 1970 "foreign service" professional career employees have a fully useful speaking proficiency in at least one foreign language and that, even now, professional employees are expected to develop a "courtesy level" speaking proficiency in a foreign language by the time they arrive overseas, or soon thereafter.

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As previously noted, emphasis is on teaching spoken language. This stems from the obvious fact that the major requirement for Agency employees who are to serve overseas is a capacity for oral expression, whether with a relatively high degree of fluency or simply a courtesy-level proficiency. For these employees, the ability to read or write a language is secondary. On the other hand, intelligence production specialists more often seek an ability to read and interpret documents, often in a specialized field. Thus, while the Language School turns the greater part of its attention to the spoken language, it does not ignore reading and writing.

Language School instructors can and do use techniques similar to those used in traditional academic courses, at least in specialized courses. Yet, it is a curious fact that relatively few individuals are graduated from university courses with the ability to read even a newspaper in a foreign language. The subject matter and the technical level of foreign-language materials which concern Agency employees, however, are quite different from those that are the concern of most academic courses. The Language School has therefore developed its own additional techniques, tailored to the Agency's interest.

These techniques, especially in the teaching of spoken language, conform in many ways to those which reflect the changes that have taken place in language teaching in general during the past fifteen years; notably, in the departure from the traditional emphasis on grammar and translation. The Language School's spoken-language training makes extensive use of the system which starts with memorized dialogues, through which the student generates a great number of expressions simply by substituting new words in the previously learned and understood patterns. There are many refinements and steps in this process, but it lends itself to adaptation to the rules of many languages and leads rapidly to realistic communication. The necessary routine memorization and mechanical manipulation is accomplished independently by the student in the language laboratory, while the explanation of patterns and more complex drills are conducted under the guidance of instructors in classroom sessions. Comprehension of spoken foreign language is furthered by the transmission by wire of live Voice of America broadcasts to loudspeakers in the Language School where students may listen to them.

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For the most part, the same techniques are used in conducting both full-time and part-time language training. The principal advantage of full-time training is that the student is free to devote all of his attention during the course to learning the language. Another major advantage is that a full sequence of training can be completed in relatively less time. As formalized by the Language School, full-time training consists of four to five hours of actual instruction interspersed with individual preparatory work, usually in the language laboratory, each day. Although the part-time courses vary in format, most meet three days a week for two hours each day, with laboratory periods required in addition. Within these general arrangements, it takes an average of nearly two years of part-time study to cover approximately the same ground that is covered in twenty weeks of full-time training.

Although full-time training has several advantages, it would be erroneous to conclude that part-time training is a waste of time. Experience has shown that if part-time study can be maintained for a sufficient period of time the results can be equal to or better than those obtained in an equal number of hours of full-time training. Advanced training is frequently more effective if done on a part-time basis.

Employees who are full-time language students often take part in an exercise conducted at a site outside of Washington where they are required to speak constantly and exclusively the language they are learning for periods ranging from a few days to a full week. Because each student is confronted with many commonplace social encounters which he must deal with in the foreign language, this experience is particularly valuable in building confidence and versatility in solving everyday linguistic problems.

In the past, the Language School has conducted instruction, either in classes or by tutorial means, upon request, even on an ad hoc basis. With the impact of the CIA Foreign Language Development Program and the consequent increased demand for language instruction, it has become necessary to regularize the bulk of the training. Formal instructional activities are now scheduled to coincide with the dates on which Career Trainees begin full-time language instruction. Full-time classes are offered no more than six times a year and part-time classes twice a year. Schedules are announced regularly in the OTR Bulletin. Specific inquiries about language instruction can be made by calling the Language School, extension

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LANGUAGE PROFICIENCY TESTING

Testing individual proficiencies in foreign languages began on a large scale in early 1957 in support of the Agency's Foreign Language Development Program. At that time, with the aid of native speakers both within and outside the Agency, instructors in the Language School developed tests in thirty-nine languages. The written tests were given either separately or in conjunction with oral tests. Instructors in the Language School and staff members of the Agency participated in the latter.

Built into the 1957 language development effort was the Language Proficiency Awards Program through which Agency employees were given monetary awards based on a graduated scale in accordance with the difficulty of the language and four levels of proficiency. The awards were granted for proven achievement or maintenance of a prescribed level of skill in approximately forty foreign languages. As such, the program was a unique experiment -- the first of its kind in any Government Agency. In 1959, the peak year of testing, about two thousand five hundred written and one thousand five hundred oral tests were completed. The objective of the awards program was to spur interest and voluntary participation in foreign-language study across as wide a segment of Agency personnel as was possible. For a short time this was accomplished, but not to the extent that the professional needs of the Agency were being met. Consequently, awards were discontinued in August 1963.

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In December 1964 the Agency's Language Qualifications Register revealed that of nearly [redacted] spoken skills on record, only one-third had actually been tested. Thus, the new foreign-language policy approved in February 1966 restated as a priority provision that, to eliminate all untested claims of language proficiency, all unproven proficiency claims must be tested. In response to this requirement, an intensive testing drive was begun in early 1966 and continued through the year. An overall total of one thousand seven hundred oral tests was given during this time. In 1967 the drive was expanded to include retesting of all employees whose previous tests below the native level of proficiency were three or more years old.

The Agency's goal continues to be to eliminate all untested claims of language proficiency. The effort includes testing employees who have claimed proficiency when they enter on duty or when they return from an overseas assignment. More than seventy percent of the Agency's total language skill at the intermediate and basic levels has now been tested. Inadvertently, however, some employees who enter on duty are sent overseas before they can be tested. Established employees also submit new language claims which are recorded before they are tested. All this means a continuing "input" of claimed proficiencies which must be tested. Taking the unproven proficiencies and the retesting of "old" proficiencies all together, the Language School expects its responsibility for testing in foreign languages to be a very active function for the years immediately ahead.

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NEW DEVELOPMENTS IN LANGUAGE TRAINING

The approval of the CIA Foreign Language Development Policy in February 1966 has given added impetus to language training and the consequent increased requirements have intensified many of the problems of the Language School and its consumers. One of the basic difficulties in language training is the amount of time which is required to reach a usable level of proficiency in a foreign language. This can vary from four or five months of full-time training for an elementary proficiency in a Western European language to a year or more for an intermediate proficiency in one of the more difficult languages, such as Arabic. (Acquisition of an advanced or high level is not normally attained by training alone, but is rather the product of the combination of training with experience in the area where the language is spoken.)

These long-time sequences require two things: A large staff of trained language instructors must be available to maintain the degree of flexibility in scheduling the Agency requires; many individuals must spend long periods of time away from other productive work if they are to achieve necessary levels of language proficiency. Any system which allows a shortening or other alleviation of the problems represented by the time requirements of language training has great appeal both to those responsible for training and to consumers.

One such development which has received considerable publicity recently is very short-term, high intensity language training called "Total Immersion." In this training, a student works approximately fourteen hours a day with native-speaking instructors working in

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shifts. The innovators of this system claim that a substantial skill in a foreign language can be obtained in as short a period as three weeks. The cost is six to eight hundred dollars a week, depending upon the language. This system has been tested both by the Agency and by other Government agencies, and a mounting body of solid evidence shows conclusively that such training rarely produces an adequate result and never achieves the results claimed by the commercial firms offering it. The only instances in which substantial benefits were derived have been those in which individuals already possessing a substantial degree of proficiency in a language have required an intensified refresher course.

There has also been great general interest in developments in another area -- programmed instruction as a teaching system -- during the past ten years. The Agency has watched these developments closely, making the application of programmed instructional methods in language training the subject of a special study. Several, somewhat overlapping, aspects of this study deserve attention: the possible utilization of existing commercially available teaching programs in foreign languages in the instructional system of the Language School; the application of the programmed approach to segments of language training by contracting for the development of limited-objective programs by commercial firms; and the training of Language School staff members so that they themselves might develop useful programs.

In the first area, it was found that existing commercial language programs used alone, that is, without accompanying live instruction, did not produce significant results. The limitations of these programs stemmed either from serious faults in the programming of the material or the fact that the very objectives of the programs were so limited. Some programs did prove effective when used in conjunction with existing Language School courses. Specific programs in French and Spanish were useful when combined with live instruction. A program in German served successfully as a useful preliminary to the Language School's Basic German Course. The benefit from the use of this programmed material in the early stages of language instruction was not in the material learned but in the improved motivation and selfconfidence exhibited by the students. The results of the study in this area, while negative insofar as pointing to complete instructional systems in themselves, did suggest possibilities in the second aspect of the study, especially if applied to mechanical processes such as the teaching of irregular verb forms.

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These findings were complemented by the conclusions drawn from the results of a systematic examination of course objectives, specifically in French, Spanish, German, Vietnamese, and Chinese, which indicated real possibilities in using programmed materials to assist instructors. On the basis of these prospects, the Agency entered a contract with the American Institutes for Research to prepare three programmed units to assist language instructors. This approach, although apparently full of promise, has yet to be validated, and is an area in which much experimentation is yet to be done.

The analyses and experimentation which served as the bases for the conclusions with regard to commercially programmed materials to assist instructors also provided the bases for considering the feasibility of the Agency's developing its own programmed materials for language instruction. With this specifically in view, four members of the Language School staff were given formal training in programming techniques. There is hope that they will be able to make contributions which will lead to the internal production of additional units of programmed materials to assist instructors.

The results of the Agency's study of programmed instructional methods with regard to language training have, therefore, shown real possibilities for using limited-objective programs, if not as self-contained instructional systems, as beneficial aids to live instruction. A concomitant result will be an up-grading of the materials available in the language laboratories. In this way, significant progress toward solving the problem of spreading instructor time over an expanding language-training program seems likely, and there is some hope that the length of language courses can also be reduced.



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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

Self-sponsorship:

According to [redacted] an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

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For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [redacted]. For information on registration, call ETB/RS/TR, extension [redacted]

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OFF-CAMPUS PROGRAMS
1967-68 FALL SEMESTER

American University and George Washington University will again conduct Off-Campus Programs at the Agency during the 1967-68 academic year. The programs, recommended for those in an overt status, enable Agency employees to further their professional training by taking both undergraduate and graduate courses at somewhat reduced rates. American University courses, to begin during the week starting Wednesday, 20 September, cost \$120; George Washington University courses, to begin the week starting Thursday, 21 September, cost \$126. Courses consist of fifteen weekly sessions, and any course may be taken separately or as part of a degree or certificate program. Enrollment may be on a personal basis or under Agency sponsorship. In most cases, classes are held in the Headquarters Building, and all instructors are Agency personnel accredited by the universities.

Registration for the Fall term will be in the Auditorium at Headquarters on Monday, 11 September, from 10 a.m. to 4 p.m. A representative from George Washington University will be present to answer questions. American University will provide counseling on request. Further information on the courses, or the Off-Campus Programs in general, may be obtained by calling [redacted] of the OTR Registrar's office, extension [redacted]

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The following courses are being offered. The sequential Spring term course, if any, is indicated after the course description.

American University

19.305 Introduction to Quantitative Economics. Selected topics from analytical geometry, calculus, linear algebra, statistics, and their application to problems in economic analysis. Prerequisite: Mathematics 41.100 (Basic Survey) and 19.100-01 (Introduction to Economics.) Spring: 19.521 Quantitative Economics Analysis.

19.705 Income Analysis I: Concepts and Theory. (Graduate Course) Analysis of economic aggregates. Multiplier and acceleration principle. Interrelationship between prices, money supply, interest rates, output. Spring: 19.706 Income Analysis II: Analysis and Applications.

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American University (cont)

55.410 Introduction to Data Processing. An introduction to the problems, principles, and methods of data processing, covering a variety of methods, including the automatic data processing revolution of the last decade and its significance for business and public administration and management. The course will generally survey types of data processing instruments, methods, systems, and their applications. It is for those without knowledge of or experience in ADP. It will equip the student to communicate with data processors, but will not, by itself, be preparatory for technical employment in the field.

55.511 The Systems Approach. (Graduate Course) An introduction to the systems analysis approach to the study and design of managerial and operational organization and process. (This course to be offered again in the Spring.)

55.513 Technology and Administration. (Graduate Course) The effects of technological and scientific development on the organizational, operational, and staff functions of the public or private administrative establishment. The implications for the manager and the managerial unit of the information and cybernetic revolutions, and of modern technological instruments and methods for the performance of societal and administrative functions.

55.530 Automatic Data Processing Systems. (Graduate Course) A survey of the subject: equipment systems, use of applications and systems, the analysis of feasibility, operational processes, systems design and installation, administrative and managerial factors and problems. Prerequisite: 55.410 or equivalent.

55.540 Operations Research in Management. (Graduate Course) Origins and development of operations research, concepts and methods, applications as a management tool, major methods, solutions of elementary problems by operations research, limitations and potential. Prerequisite: Mathematics 41.100 (Basic survey)

55.561 Management of ADP Systems. (Graduate Course) Estimates of requirements, organizational amendments, planning the total system, conversion problems, cost and performance evaluation, the executive role in the achievement of integration.

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George Washington University

Accounting 1 Introductory Accounting. Basic principles underlying accounting records, preparation of the work sheet and financial statements, accounting for single proprietorships and partnerships. Spring: Accounting 2.

Anthropology 1 Introductory Anthropology. A survey of man's origins, physical evolution, and culture history. Spring: Anthropology 2.

Economics 1 Principles of Economics. A Survey of the major economic principles, institutions, and problems in contemporary life. Spring: Economics 2.

English 1 English Composition. A course in the analysis and practice of expository techniques with emphasis on unity, development, and organization. Spring: English 2 (Composition).

Geography 51 Introduction to Geography. A study of the place attributes and characteristics, patterns, and associations of physical and cultural earth patterns.

History 39 The Development of European Civilization in Its World Context. The political, social, economic, and cultural history of the Old World from ancient times to 1715. Spring: History 40 (1715 to date).

History 71 The Development of the Civilization of the United States. The political, social, economic, and cultural forces of the United States in their world setting from 1492 to 1865. Spring: History 72 (1865 to date).

History 145 History of Russia. Russia under the Old Regime, 860 - 1900. Spring: History 146 (1900 - 1960).

Mathematics 9 General Mathematics I. Numerals and numbers, number bases, mathematical symbols, sets, propositional logic and truth values. Spring: Mathematics 10 (General Mathematics II).

Mathematics 21 Calculus I. Elementary concepts of analytical geometry. Differentiations of algebraic functions with applications. Spring: Mathematics 22 (Calculus II).

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CIA INTERNAL USE ONLYGeorge Washington University (cont)

Mathematics 124 Introduction to Matrix Theory. Elementary theory of finite vector spaces, determinants, equivalence, matrices with polynomial elements, similarity of matrices. Prerequisite: At least Calculus IV.

Mathematics 171 Vector Analysis. Prerequisite: At least Calculus IV.

Political Science 5 Introduction to Political Science. Structure, powers, and processes of American political systems: Congress, the President, and the Supreme Court; elections, political parties, and pressure groups. Spring: Political Science 6.

Psychology 1 General Psychology. The fundamental principles underlying human behavior. Spring: Psychology 8 (Personality).

Public Administration 252 Seminar: Planning and Programming. (Graduate Course) The administrative processes of planning and programming in government, relationships to budgeting; planning and programming as a basis of managerial control, evaluation of accomplishments.

Sociology 1 Introductory Sociology. Development of culture and personality, the impact of groups and institutions on man's social behavior. Spring: Sociology 2.

One of the most serious lags in the area of the study of the Chinese language is that only one Ph. D. is completed every other year in this vital area of learning.

Lovejoy's Guidance
Digest

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1967-1968 FALL SESSION SCHEDULES
WASHINGTON AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency sponsorship of employees in courses at the following universities a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

14 - 16 September 1967: Registration
20 September 1967: Classes begin
27 January 1968: Classes end

CATHOLIC UNIVERSITY

18 and 19 September 1967: Registration
20 September 1967: Classes begin
2 February 1968: Classes end

DUNBARTON COLLEGE

16 September 1967: Registration
18 September 1967: Classes begin
19 January 1968: Classes end

DISTRICT OF COLUMBIA TEACHERS COLLEGE

6 September 1967: Registration
8 September 1967: Classes begin
(Date not yet available): Classes end

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

9 - 16 September 1967: Registration
18 September 1967: Classes begin
Week of 8 January 1968: Classes end

GALLAUDET COLLEGE

14 and 15 September 1967: Registration
18 September 1967: Classes begin
22 January 1968: Exams begin

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GEORGE WASHINGTON UNIVERSITY

12 and 13 September 1967: Registration
14 September 1967: Classes begin
10 January 1968: Last class
13-20 January 1968: Exams

GEORGETOWN UNIVERSITY

18 - 20 September 1967: Registration
21 September 1967: Classes begin
25 January 1968: Classes end

HOWARD UNIVERSITY

No information until mid-July: Registration
No information until mid-July: Classes begin
No information until mid-July: Classes end

MONTGOMERY JUNIOR COLLEGE

8, 9, and 11 September 1967: Registration
14 September 1967: Classes begin
15 January 1968: Classes end
16-19 and 22 January 1968: Exams

PRINCE GEORGES COMMUNITY COLLEGE

13 - 15 September 1967: Registration
18 September 1967: Classes begin
(Date not yet available): Classes end

UNIVERSITY OF MARYLAND

11 - 15 September 1967: Registration
18 September 1967: Classes begin
20-27 January 1968: Exams

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

21 August - 13 September 1967: Registration
18 September 1967: Classes begin
Last week in January: Exams

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NORTHERN VIRGINIA COMMUNITY COLLEGE

26 September 1967: Registration
2 October 1967: Classes begin
Mid-December 1967: Classes end

GEORGE MASON COLLEGE

13 and 14 September 1967: Registration
15 September 1967: Classes begin
19-27 January 1968: Exams

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

ADVANCED SECRETARIAL TECHNIQUES

6 - 7 September

1900 E Street, N. W.

This two-day seminar is designed for secretaries, administrative assistants, staff assistants, and administrative aides, GS-7 or above, who perform secretarial duties and act as office managers or principal personal assistants to Federal Executives. It brings to the secretary's attention new ideas and practices that might be beneficial in maintaining a productive, progressive office. Because of its popularity, admission to this course has been strictly limited. Cost: \$90.

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT

6 - 8 September

1900 E Street, N. W.

This is a three-day program designed to give junior level scientists and engineers an opportunity to gain a perspective on their roles and that of their professions within the Federal structure. Subjects examined include Federal policy on science and engineering, the impact of governmental programs on our society, and an overview of the nature, diversity, and organization of Government research and development. For scientists and engineers in grades GS-5 through GS-11, especially those who have been in Federal service less than three years. Cost: \$45.

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Civil Service Commission (cont)

EXECUTIVE SEMINAR IN ADP

7 - 8 September

1900 E Street, N. W.

This two-day seminar provides an opportunity to obtain information, develop ideas, and exchange views on effective uses of ADP. Topics focus on matters of concern to top management: Capabilities of electronic data processing equipment; feasibility studies; implementing the decision to automate; effects of electronic data processing systems on organizational structure and various levels of management; present ADP applications and their results in terms of efficiency, effectiveness, and economy; the impact of ADP on the workforce; and the future of ADP in government management. For executives, GS-15 or above, with broad responsibility for functions which are or soon may be automated. Cost: \$90.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH

7 - 8 September

1900 E Street, N. W.

This seminar will provide an opportunity for career executives to obtain information, develop ideas, and exchange views on effective management use of operations research. Subject matter includes the capabilities of operations research, the philosophy of operations research, models, illustrations of types of management problems to which operations research can be applied, and operations research and the decision-maker. Strictly technical aspects of operations research will not be stressed. Executives with broad administrative responsibilities, GS-15 and above, are eligible. Cost: \$90.

WORKSHOP ON NEGOTIATING AND IMPLEMENTING AGREEMENTS

11 - 13 September

1900 E Street, N. W.

This three-day program provides knowledge of the principles and procedures involved in planning for negotiation conferences, conducting such conferences, and implementing agreements within the framework of the Federal employee-management cooperation program. For persons assigned management responsibility for negotiating agreements or for advising or training others who will negotiate agreements. Cost: \$85.

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Civil Service Commission (cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS

11 - 15 September

1900 E Street, N. W.

The purpose of this program is to develop a greater awareness on the part of Federal executives of the economic impact of their program decisions. Topics will include the economic concept of the Government as a producer of goods and services, the allocation of resources in program and production decisions, the application of cost-benefit analysis, measurement of productivity in Federal agencies, forecasting techniques. For executives in grade GS-14 or above who must initiate and utilize economic analysis. Cost: \$150.

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS ENVIRONMENT

11 - 29 September; 2 - 20 October;
23 October - 9 November

1900 E Street, N. W.

This three-week program is designed to provide participants with an understanding of the impact of ADP on auditing. It will enable auditors to communicate meaningfully with ADP specialists encountered on the job by familiarizing them with the techniques and methods which are generally applicable to the audit of ADP systems. For auditors who have at least one year's Federal experience and are in grade GS-9 or above. Cost: \$160.

THE FEDERAL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM AND THE COMMUNITY

14 September 1967 - January 1968

1900 E Street, N. W.

Federal employees with specific responsibility for staff guidance in equal employment programs or for operating such programs are provided an after-hours means for greater contact and dialogue with other Federal officials involved in planning and implementing the equal employment opportunity program, and with minority group leaders, educators, welfare officials, and others with important community roles. Three-hour sessions are held each month for five months.

EFFECTIVE COMMUNICATION FOR PERSONNELISTS

18 - 20 September

1900 E Street, N. W.

This three-day workshop is aimed at improving oral and written communication skills with specific reference to communicating the flexibilities of the Federal personnel system to managers, supervisors, and employees. For personnel specialists in grades GS-9 through GS-13 who have significant responsibilities for explaining and interpreting the Federal personnel system. Cost: \$85.

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Civil Service Commission (cont)INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE
AND GOVERNMENT POLICY

18 - 22 September

1900 E Street, N. W.

Scientists and engineers and key administrators of scientific organizations are given an opportunity to explore important concepts and issues pertaining to the organization and administration of research and engineering activities in the Federal Government. Discussion covers the criteria for choice among scientific programs, the budget for science, technological innovation as an element of economic growth, scientific manpower as a problem of national policy, science in world affairs, the organization of the scientific activities of the Federal Government, and the impact of Federal science programs on our universities. Scientists, engineers, and science administrators, GS-15 or above, who have responsibility for formulating policy or program goals for scientific, engineering, or professional programs in the physical or life sciences, or for significant research or development activities, may attend. Cost: \$150.

WORKSHOP IN EQUAL EMPLOYMENT OPPORTUNITY FOR CONTRACT
COMPLIANCE SPECIALISTS

18 - 22 September

1900 E Street, N. W.

To train persons who conduct reviews to determine whether recipients of Federal funds are adhering to the civil rights requirements of respective agencies. Special consideration is given to problems of implementing the equal employment policy of the Government in situations involving a contract between a Federal agency and a private organization or private industry. This training is done in conjunction with the Office of Federal Contract Compliance. Cost: \$110.

MATHEMATICS FOR MANAGERS

19 September - 28 November

1900 E Street, N. W.

This is an eleven-week program which meets for two three-hour sessions, from 2 to 5 p.m., and from 6 to 9 p.m., for a total of six hours in one day (Tuesday) each week. It provides a comprehensive survey of the quantitative tools and techniques which can serve the executive, and can be used as a refresher or as an introduction to the major divisions of contemporary applied mathematics: algebra, trigonometry, analytic geometry, calculus, vectors, matrices, set theory, logic, Boolean algebra, probability, statistics, the mathematics of operations research. No foundation in mathematics beyond high school algebra is necessary. For executives in grade GS-14 or above. Cost: \$250.

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Civil Service Commission (cont)EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY
25 - 26 September

1900 E Street, N. W.

The objective of this seminar is to explore the concept of information management in the context of organizational structure. Topics discussed include the scope and objectives of management information systems, the determination of management information requirements, the role of the manager in designing a management information system, organization and control of a management information system, the impact of computer technology on the design of information systems, and the future of man-machine systems. For executives in grade GS-15 or above. Cost: \$90.

PROGRAM PLANNING AND EXECUTION: EQUAL EMPLOYMENT OPPORTUNITY
27 - 29 September

1900 E Street, N. W.

This course is for individuals responsible for planning and directing agency or bureau programs for assuring equal employment opportunities. Staffing processes, position management, training, communications, and program evaluations are studied, with emphasis on their inter-relationship. Employees with specific responsibility for staff guidance in equal opportunity programs are eligible. Cost: \$85.

ADP SYSTEMS ANALYSIS SEMINAR
27 September - 15 November

1900 E Street, N. W.

This seminar consists of an opening half-day session followed by seven full-day sessions a week apart on Wednesdays. Seminar topics are: Principles and Fundamentals of Data Processing; The Computer: What It Is and How It Works; Fundamentals of Programming; Documenting and Charting Present Systems; The Feasibility Study: How To Go About It; Recognizing Potential Application Areas for ADP; Installation and Administration of an ADP Operation; Control and Evaluation of An ADP Operation; and Management-related Uses of the Computer, e.g. Operations Research. Employees, GS-9 or above, who require information about ADP systems analysis, not programmers or systems analysts themselves, should attend. The one-week ADP Orientation is a useful preparation but is not mandatory. Cost: \$175.

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Civil Service Commission (cont)INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS
28 - 29 September

1900 E Street, N. W.

This is a basic program designed to provide an overview of the uses and potential of ADP along with specific information relating to its application in technical libraries. Topics include the impact of ADP on library management, a study of current uses of ADP equipment in scientific information systems, information storage and retrieval systems, and future uses of ADP in libraries. Librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, GS-9 and above, may attend. Cost: \$75.

INTRODUCTION TO ADP IN PERSONNEL MANAGEMENT
2 - 3 October

1900 E Street, N. W.

This two-day seminar provides a general exposure to the management uses and potential of computer systems as well as specific information about automatic data processing applications in personnel management. Topics include an introduction to ADP, a survey of the use of ADP equipment and current applications to Government personnel management, and the human reaction to electronic data processing. For persons serving in the personnel field or closely associated with personnel administration, in grades GS-12 through GS-15. Cost: \$75.

JOB CLASSIFICATION AND THE MANAGEMENT PROCESS
2 - 6 October

1900 E Street, N. W.

A fundamental program on the nature of job classification in personnel administration and how it contributes to the management process. It stresses the integrated nature of personnel management. For employees newly assigned or to be assigned to a job evaluation or position classification activity. For GS-5 through GS-9. Cost: \$110.

MIDDLE MANAGEMENT INSTITUTE
2 - 6 October

1900 E Street, N. W.

This institute is directed to the manager's need for a broad perspective and his requirement to be currently informed on new developments affecting his type of work. Core topics focus on the functions of management such as decision-making, communicating, planning, directing, controlling, organizing, and staffing. Discussion will extend also to planning-programming-budgeting systems, intergovernmental relations, and the role of the Bureau of the Budget. This is a program for middle managers in grade GS-11 through GS-14. Cost: \$60.

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Civil Service Commission (cont)

PERSONNEL MANAGEMENT FOR PERSONNEL SPECIALISTS

3 October - 21 November

1900 E Street, N. W.

This program is designed to develop a broad perspective of personnel management in relation to total management, as well as the inter-relationship of personnel specialties. Topics include management and organization, the personnel functions, employment and development of people, human behavior, group relations, pay administration, employee relations and service, and personnel management in perspective. For persons in grades GS-9 through GS-12 serving in or expecting to be assigned to supervisory positions in personnel offices or in closely related work. Cost: \$150.

FINANCE IN AGENCY MANAGEMENT

9 - 13 October

1900 E Street, N. W.

This institute focuses on the interrelationships of the financial specialties and their use in the internal management of an agency's problems. Topics covered include financial management philosophy and concerns; budgetary theory and agency practices; accounting; auditing; current problems and trends in financial management. It is for employees preparing for responsible positions in the field of financial management and for persons not in financial positions who need an acquaintance with financial management work. The grade range is GS-9 through GS-12. Cost: \$75.

MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS AND ENGINEERS

9 - 13 October

1900 E Street, N. W.

The special nature of the managerial job in R & D organizations is examined by identifying the motivational characteristics of technical personnel, by discussing the impact of organizational structure on productivity of scientific and engineering groups, and by exploring the leadership patterns best designed to release and accelerate creativity. Topics include the flexibilities of the Federal personnel system in managing scientists and engineers, career development concepts, and the administrative and financial practices which permit the most effective direction and control of technical projects. For personnel at the GS-12 to GS-14 level who are in, or are being trained to fill, supervisory and managerial positions in research and development activities. Cost: \$85.

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Civil Service Commission (cont)

OPERATIONS RESEARCH ORIENTATION

11 - 13 October

1900 E Street, N. W.

This three-day program provides a general overview of the management uses and potential of operations research. Topics include the historical development and nature of operations research, organizing an operations research effort, types of management problems to which operations research can be applied, operations research techniques, the impact of operations research in the Federal Government, and operations research and the future dimensions of management. For employees in grade GS-9 or above. Cost: \$50.

EQUALIZING OPPORTUNITY THROUGH FEDERAL PROGRAMS:

THE ROLE OF THE MANAGER

16 - 20 October

1900 E Street, N. W.

This training focuses on the various facets of the managerial role which can be used to advance equal opportunity for all persons. Specific emphasis is on the attitudes and approach necessary to assure that Federal funds are applied on a nondiscriminatory basis and that the benefits of Federal programs are conferred equally upon all. For Federal managers in grade GS-13, or above, who have the task of administering programs involving the application of Federal funds with the range of responsibility and opportunity which they have for creating change and improving the status and welfare of minority group citizens. Cost: \$125.

EXECUTIVE WORKSHOP IN ADP PROGRAMMING

16 - 20 October

1900 E Street, N. W.

This computer programming course is intended as a practical and expedient means for developing the basic foundation of ADP knowledge that is necessary for effective management utilization of the computer. The basic concepts and techniques of digital computer programming are learned by actually performing computer programming. Participants learn about the stored program concept, flow charting and diagramming, computer technology, data and operations. Some after hours work and study will be necessary. Prior attendance at an Executive Seminar in ADP or equivalent experience is helpful but not absolutely essential. The workshop is not intended to make programmers of the participants. For GS-15 or above. Cost: \$150.

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Civil Service Commission (cont)

THE ROLE OF THE FEDERAL MANAGER IN EQUAL EMPLOYMENT
OPPORTUNITY
23 - 25 October

1900 E Street, N. W.

Federal supervisors and managers should obtain from this course:
1) Increased factual understanding of the background of discrimination and equal employment opportunity; 2) a greater appreciation of the realistic effects of discrimination; and 3) suggestions for the development of a positive program in conformity with national policy, involving personal commitment and involvement. For supervisors and managers GS-9 - GS-14. Cost: \$85.

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
23 - 27 October

1900 E Street, N. W.

This course moves immediately to the functions and techniques of systems analysis and design, and includes discussion of the extent and tasks of systems of analysis, specific steps of the feasibility study, analysis of the present system, developing specifications for a new system, designing input, output, and file layouts, designing requirement for programs, and documentation. For computer programmers and newly assigned systems analysts who have had experience in programming. Prior knowledge of computer components and experience in computer programming concepts will be presumed. Cost: \$160.

INVESTIGATION OF COMPLAINTS OF DISCRIMINATION
16 - 18 August; 25 - 27 October

1900 E Street, N. W.

This program is designed to enable participants to carry out the process of investigating complaints of discrimination from the origin of the case to the final report. It focuses on the techniques of gathering information, interviewing complainants and witnesses, documenting actions, and surveying the general environment within which the alleged discrimination has taken place. Emphasis is placed on the type of information developed. For persons who do now or will carry out investigations of complaints of discrimination. Cost: \$85.

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
30 -31 October

1900 E Street, N. W.

Case studies from government and industry presented by persons directly concerned with the development of their own organizations' information systems provide actual examples of both manual and automated operational information reporting systems designed to assist management in control and planning responsibilities. For GS-15 or above. Cost: \$90.

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TRAINING SELECTION BOARD PROGRAMS

GENERAL
ADMINISTRATIVE
CONFERENCES Two-week Conferences for Federal Management and Program Executives will be held at Williamsburg, Virginia, by the Brookings Institution 22 October - 3 November 1967 and 21 January - 2 February 1968. These conferences are designed to help top-level officials increase their knowledge of the interaction of society and government, broaden their understanding of major policy-making, and develop approaches to more effective administrative decisions and actions. Free exchanges of opinion based on assigned readings, participant experiences, and the views of speakers and conference chairmen cover such areas as the American heritage, political dynamics, business and labor in society, economics and public policy, government and the press, and foreign affairs. Nominations -- officers in grade GS-16 or above -- must be made to the Training Selection Board by 21 July 1967.

SCIENCE
CONFERENCES Conferences for Federal Science Executives will be conducted by the Brookings Institution at Williamsburg, Virginia, 3 - 8 December 1967 and 3 - 8 March 1968. These one-week conferences are especially for scientists, administrators of science programs, and engineering executives. Typical subjects covered are government in a free society, business and labor in society, problems in public policy, the scientist and politics and decision-making, science and philosophical perspectives, advancing technology and the role of government and industry, and national security policy. Nominations -- officers with science training in grade GS-16 or above -- must be made to the Training Selection Board by 21 July 1967.

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PROGRAM
FOR
MANAGEMENT
DEVELOPMENT

Harvard University's Program for Management Development will begin on 28 January 1968, and again on 25 August 1968. The Agency normally selects one candidate for each course. The sixteen-week program is intended for younger men filling responsible positions at the operating level who also demonstrate outstanding performance in a functional specialty. The course covers skills, techniques, processes, and concepts of modern management, and explores the implications of unfolding events in both national and international affairs to the meaningful conduct of business; it is also devised to enable middle managers to appreciate the critical interrelationships of the component parts of any enterprise and to develop lasting patterns of analytical thinking in decision-making. Nominees should be between 30 and 40 years of age, have a minimum of five years of management experience, and be in grades GS-13 through GS-15. Nominations for consideration for the 28 January course must be forwarded to the Training Selection Board by 1 September 1967.

FEDERAL
EXECUTIVE
FELLOWSHIPS

The Brookings Institution has issued invitations for nominations for its 1968 Federal Executive Fellowships. Each Federal department or agency may submit two nominations from among executives with ten years' Federal service who have a demonstrated capacity for research. The Fellowships ordinarily begin in January and July, the length of each based largely on the nature of the proposed project, which should result in a useful report, article, monograph, or book. Employees at the GS-12 level or above may be nominated. Nominations for the January Fellowship appointments must be in the hands of the Training Selection Board by 29 September 1967, and for the July Fellowship appointments, by 1 May 1968.

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MANAGEMENT
DEVELOPMENT
PROGRAM FOR
FEDERAL
EXECUTIVES

The Graduate School of the U. S. Department of Agriculture has announced dates for its somewhat modified Management Development Program for Federal Executives. This program is for officials in positions of executive responsibility or whose anticipated assignments involve management responsibility; it is designed to help the official examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve managerial practice in the day-to-day work situation, strengthen his problem-solving and team-action skills, and formulate a continuing, systematic program of self-development in management. The course is developed in three phases: a two-day diagnostic and planning meeting in Washington; an intensive six-day workshop at Williamsburg, Virginia; and a final two-day follow-up session in Washington. Nominees should be in grade GS-14 or above. The following schedule of forthcoming programs shows also the dates nominations to the Agency's Training Selection Board are due:

| | <u>33rd Program</u> | <u>34th Program</u> |
|-----------------|---------------------|---------------------|
| Nominations Due | 1 Sep 1967 | 1 Sep 1967 |
| Phase I | 2 - 3 Nov 1967 | 9 - 10 Nov 1967 |
| Phase II | 3 - 8 Dec 1967 | 10 - 15 Dec 1967 |
| Phase III | 11 - 12 Jan 1968 | 25 - 26 Jan 1968 |
| | <u>35th Program</u> | <u>36th Program</u> |
| Nominations Due | 13 Oct 1967 | 8 Dec 1967 |
| Phase I | 14 - 15 Dec 1967 | 1 - 2 Feb 1968 |
| Phase II | 21 - 26 Jan 1968 | 3 - 8 Mar 1968 |
| Phase III | 2 - 3 Feb 1968 | 11 - 12 Apr 1968 |

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ADVANCED
INTELLIGENCE
COURSE

CIA has been invited to nominate three representatives to participate in the Advanced Intelligence Course to be given 11 September - 15 December 1967 at the Defense Intelligence School, Washington, D. C. This course is designed to prepare military officers and civilian personnel for important command, staff, and policy-making decisions in the national intelligence structure. Nominees must have considerable intelligence experience and broad training, including a bachelor's degree, and be in grade GS-14 or above. Nominations must be sent to the Training Selection Board by 28 July 1967.

OTHER EXTERNAL TRAINING NOTES

INSTITUTES
AT
AMERICAN
UNIVERSITY

The Center for Technology and Administration at American University will present three institutes during September and October 1967:

Data Management 18-21 September

The latest concepts and practices concerning the use and dissemination of technical, contractual, and administrative data will be presented.

The Executive and Software 25-29 September

The objective of this program is to acquaint the executive with the difficulties involved in the application of computer systems to managerial problem solving.

Transfer of Technical Information 2-26 October

This "user"-oriented institute is intended to provide the decision maker with the latest knowledge concerning the format of data storage techniques as well as with retrieval problems.

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